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Knowledge Management strategies for KIBS SMEs

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What is a knowledge management strategy?



- A knowledge management strategy is a systematic approach to **create**, **share**, and **use** knowledge to improve business processes, enhance innovation, and achieve competitive advantages.

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What is a knowledge management strategy?

A knowledge management strategy is a systematic approach to create, share, and use knowledge to improve business processes, enhance innovation, and achieve competitive advantages.

Properly implemented, the strategy should involve the identification of critical knowledge areas, and investments in tools designed to capture, organize, store, and share knowledge.

An effective knowledge management strategy aims to enhance collaboration and communication among employees, facilitate informed decision-making, reduce redundancy and errors, and foster innovation and learning across the organization.

The end result should be the cultivation of an open and curious knowledge-driven culture.

Source: **Knowledge Management Strategy: Definition & How to Excel at Yours**, <https://www.getguru.com/reference/knowledge-management-strategy>

Knowledge management strategies in KIBS SMEs

- Deliberate or planned KM approach



Source: Photo by [Firmbee.com](#) on [Unsplash](#)

- Emergent KM approach



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Knowledge management strategies in KIBS SMEs

Deliberate or planned KM approach is an approach where practices, tools and methods of managing knowledge are linked to the general strategic orientation of the company, are deliberately designed at a top management level, KM goals are based on a rational analysis of company's needs, objectives and resources, and are later implemented and spread across the company with deliberate efforts and investments.

Emergent KM approach is an approach where practices, tools and methods of managing knowledge originate from the daily practices and learning processes of company's employees. In substance, employees develop their own methods of learning, storing, retrieving and sharing knowledge in relation to their actual needs and practical problems to solve. The methods and tools that prove to be effective, useful and/or compatible with the daily business practice are later developed and become established practices, and later can be recognized as "the KM approach" of the company.

Source: Ettore Bolisani, Zieba Malgorzata, Paiola Marco, Scarso Enrico, Knowledge management strategies in KIBS companies: A preliminary analysis, in: Proceedings of IFKAD 2017, International Forum on Knowledge Assets Dynamics, 7-9 June 2017, St. Petersburg, Russia, eds: JC Spender, Giovanni Schiuma, Tatiana Gavrilova, pp. 1598-1611, https://mostwiedzy.pl/pl/publication/download/1/knowledge-management-strategies-in-kibs-companies-a-preliminary-analysis_10808.pdf

Deliberate vs. emergent KM strategic approach

Characteristics	Emergent KM	Deliberate KM
Origin	Real (practical/working) knowledge needs	Strategic analysis of company's situation. Systematic identification of knowledge gaps/needs
Restrains	Limited resources	Need for a critical mass of users
Promoters	Employees or management	Management only
Planning horizon	Short-term	Long-term
Scope of action	Local problems	Enterprise-wide problems
Role of ICT	ICT as opportunity to implement KM	ICT as a tool that can be used to support KM programmes

Source: Bolisani, E., Scarso, E. and Zięba, M. (2015) "Emergent Versus Deliberate Knowledge Management Strategy: Literature Review and Case Study Analysis" in Garlatti, A. and Massaro, M. (eds.), *Proceedings of the 16th European Conference on Knowledge Management*, Academic Conferences Limited, Reading, UK, pp 153-160.

Deliberate vs. emergent KM strategic approach

The characteristics of each KM strategic approach are compatible with different organisational settings, and especially with the firm's size. The key features of the emergent strategy (i.e. focus on daily practice and local problems, little resources to invest in KM, informality of management, voluntarism, no use of pre-defined KM models, etc.) appear to be consistent with small KIBS companies.

The features of a deliberate KM strategy (namely, strong connection with a company's competitive position and strategy, effort to pre-define formal plans, large resources to invest in KM, formal assignments and procedures, strong role of top management as a promoter of KM plans, etc.) may better fit larger KIBS firms.

Sources and find out more!

- **Knowledge Management Strategy: Definition & How to Excel at Yours**, <https://www.getguru.com/reference/knowledge-management-strategy>
- Ettore Bolisani, Zieba Malgorzata, Paiola Marco, Scarso Enrico, Knowledge management strategies in KIBS companies: A preliminary analysis, in: Proceedings of IFKAD 2017, International Forum on Knowledge Assets Dynamics, 7-9 June 2017, St. Petersburg, Russia, eds: JC Spender, Giovanni Schiuma, Tatiana Gavrilova, pp. 1598-1611, https://mostwiedzy.pl/pl/publication/download/1/knowledge-management-strategies-in-kibs-companies-a-preliminary-analysis_10808.pdf
- Bolisani, E., Scarso, E. and Zięba, M. (2015) "Emergent Versus Deliberate Knowledge Management Strategy: Literature Review and Case Study Analysis" in Garlatti, A. and Massaro, M. (eds.), *Proceedings of the 16th European Conference on Knowledge Management*, Academic Conferences Limited, Reading, UK, pp 153-160.



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knowmanproject.eu

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